

# **Reserve Component GO Conference**

## **Army National Guard Initiatives Training and Leader Development**



**LTG Roger C. Schultz  
Director, Army National Guard**



# ***A Unique Dual Mission***



**PRIMARY  
MISSION**

**Federal Mission: “maintain properly trained and equipped units available for prompt mobilization for war, national emergency or as otherwise needed”**

**State Mission: “provide trained and disciplined forces for domestic emergencies or as otherwise required by state laws”**





# ***ARNG Command & Control***

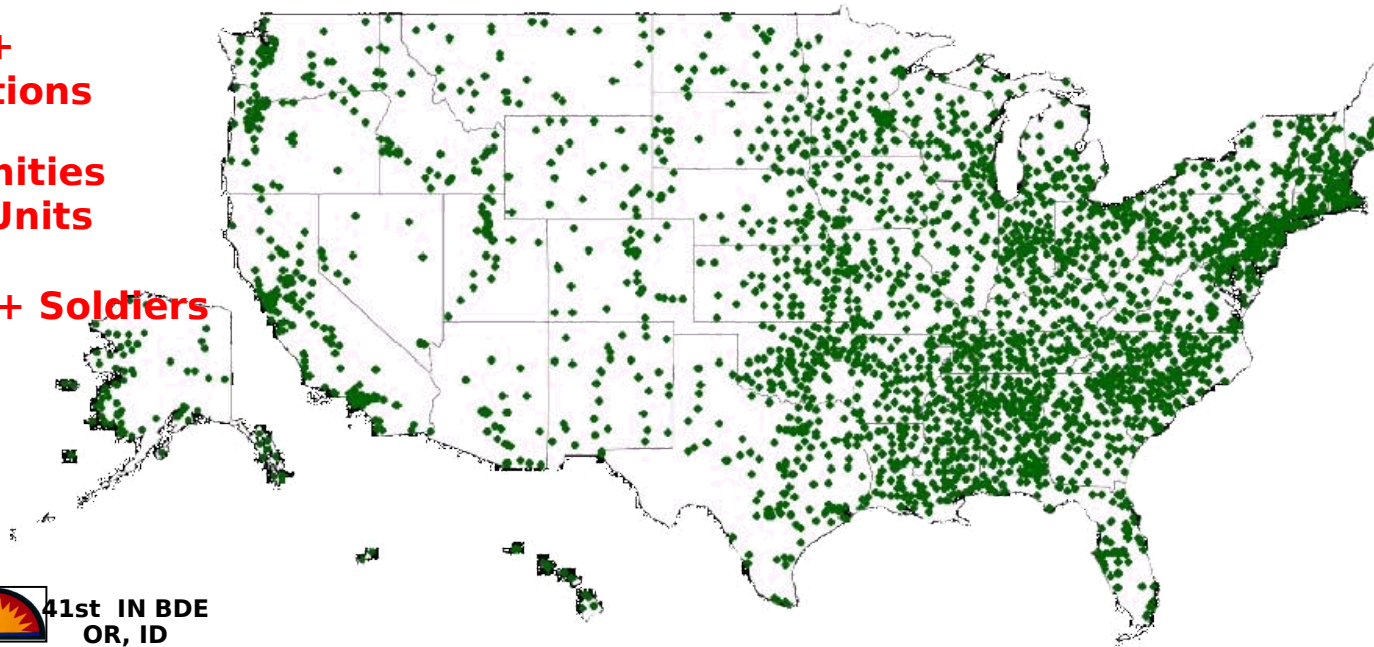






# A Reflection of America

- 3,300+ Installations
- 2,700 Communities
- 1832+ Units
- 350,000+ Soldiers



81st MX BDE  
WA



42nd Infantry  
Division  
MA, NJ, NY, VT,  
CT, DE, RI



27th IN BDE  
NY



29th  
Infantry  
Division  
CT, MA, MD,  
VA, NJ



278th ACR  
TN



41st IN BDE  
OR, ID



49th  
Armored  
Division  
SC, TX



28th Infantry  
Division  
PA, WV,  
VA, CA



29th IN BDE  
CA, HI, OR



19th & 20th  
SF Groups  
UT, CO, WV,  
AL, MS, FL



38th Infantry  
Division  
IN, MI, OH,  
IL



30th MX BD  
NC



45th IN BDE  
OK



40th  
Infantry  
Division  
AZ, CA, MT,  
ND, NV, KS



116th CAV  
BDE  
ID, MT, OR,  
WY



34th Infantry  
Division  
IA, MN, WI, ND  
MI, CO



48th MX BDE  
GA



218th MX  
BDE  
SC



39th IN BDE  
AR



35th  
Infantry  
Division  
IL, KS, KY,  
MO, NE,  
AR



76th IN BDE  
IN



256th MX BDE  
LA



155th AR BDE  
MS

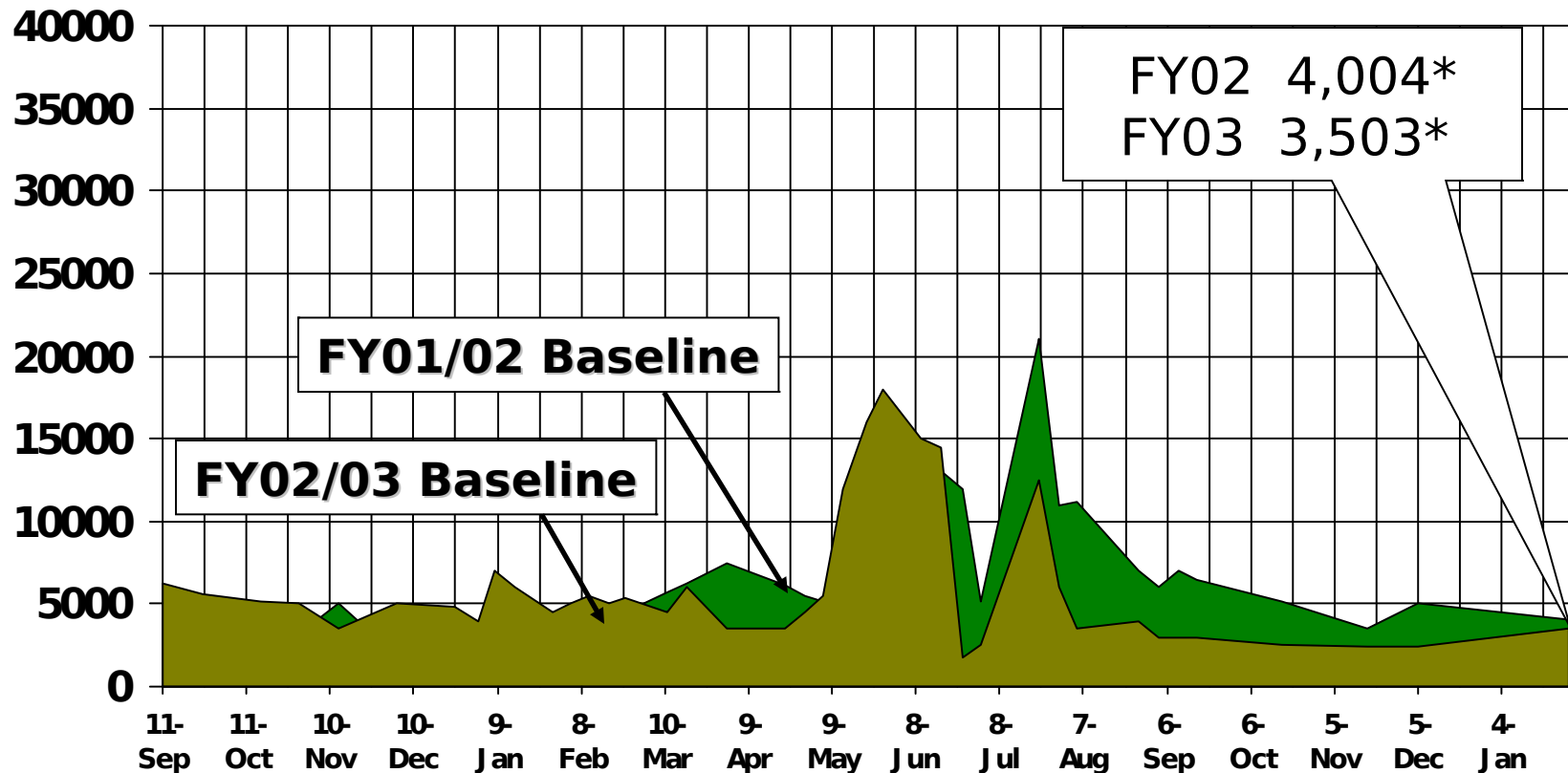


53rd IN BDE  
FL



# State of the ARNG Since 9/11

## Baseline Activity Levels



**Baseline activities include SFOR/KFOR, Combat Training Centers, Overseas Mission Support and CONUS Exercises**

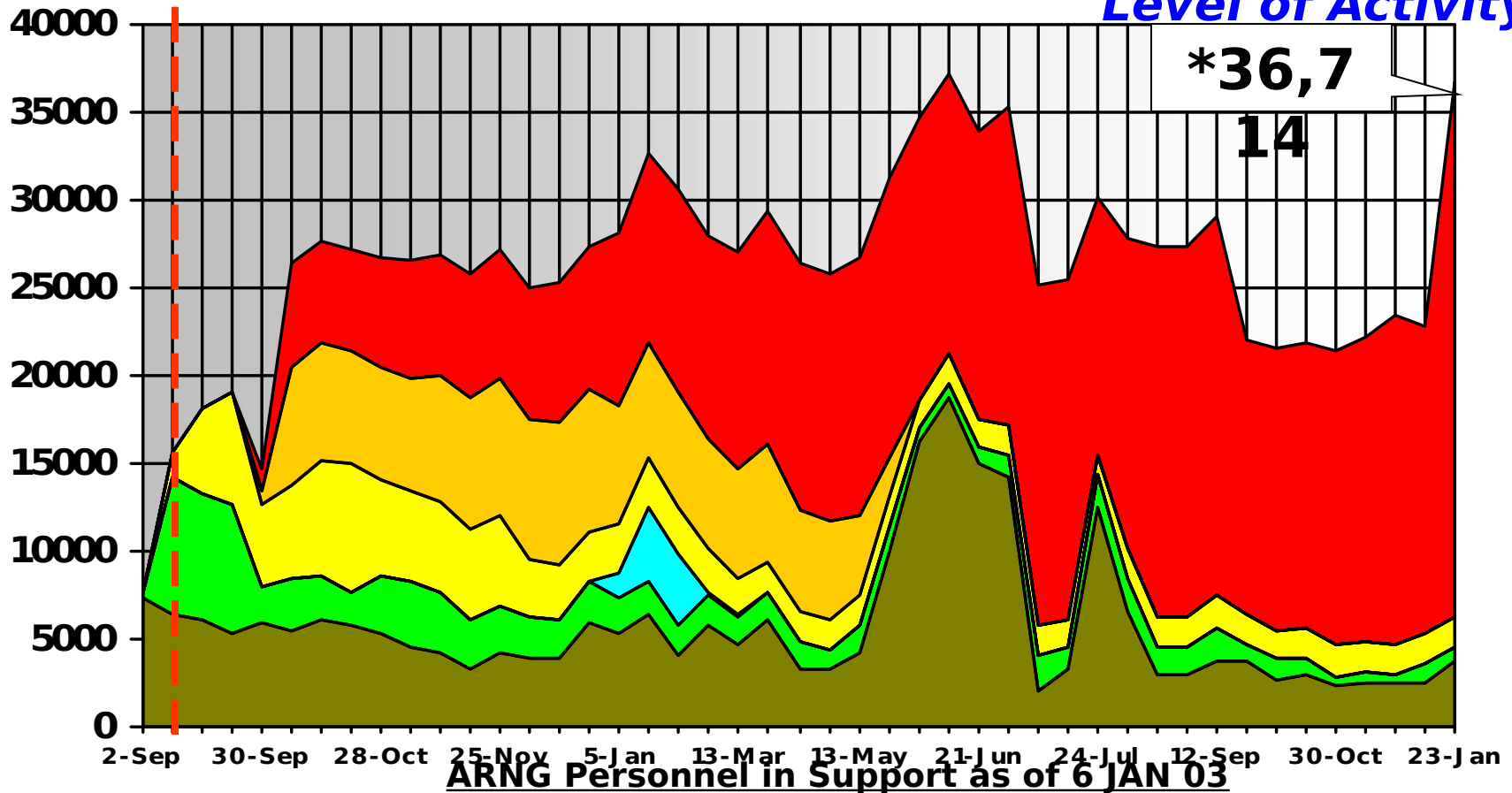
\* Do or Annual Tr



# State of the ARNG Since 9/11

11SEP01

Data As of 27 Jan 03.  
**Level of Activity**

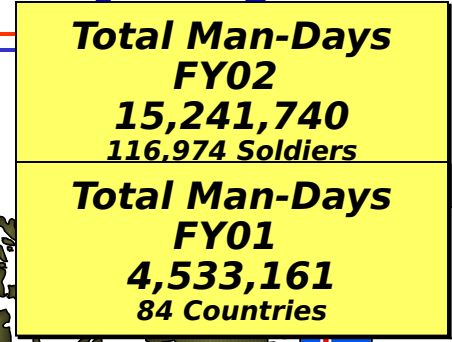


**Operation Noble Eagle: 24,613 soldiers** **Force Protection: 1,649 soldiers**

**Enduring Freedom: 5,857 soldiers** **State Active Duty: 861 soldiers**

**Combat Training Centers/CONUS Exercises/Presidential Reserve Call-up 3,747 soldiers**

\* Does not include soldiers in an alert status or performing scheduled CONUS IDT or Annual Training

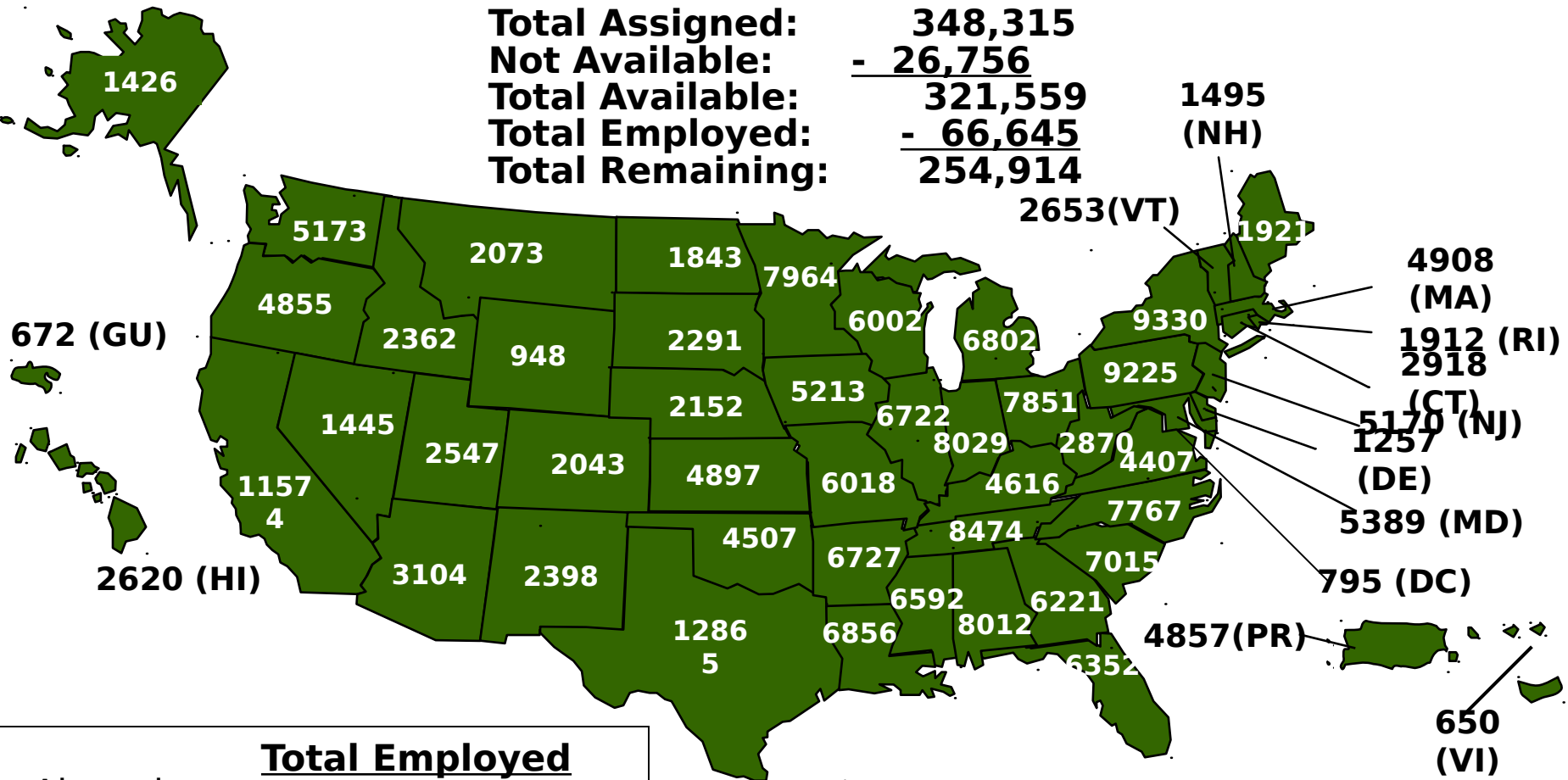


<b>MSCA</b> <b>289,037</b>	<b>Exercise/CINC/ Service Support</b> <b>513,750</b>	<b>C/Mobilizations</b> <b>1,982,300</b>
(FY02: 1,643,785) (FY01: 1,296,499)	(FY02: 4,819,080) (FY01: 2,241,322)	(FY02: 8,778,875) (FY01: 995,340)



# ARNG Available

**Total Assigned:** 348,315  
**Not Available:** - 26,756  
**Total Available:** 321,559  
**Total Employed:** - 66,645  
**Total Remaining:** 254,914



## Total Employed

- Alerted 21,969
- Partial Mob 38,774
- Presidential Reserve Call Up 2,461
- Force Protection 1,783
- Overseas Mission Support 1,030

## Not Available

- OBC, IADT 26,756





# Employment Of The Army National Guard

## AUTHORITY

### **TITLE 10 FEDERAL ACTIVE DUTY**

#### **POTUS CALL-UP**

- Request Support of DOD
- Temporary Tour of Duty

### **TITLE 32 FEDERAL ACTIVE DUTY**

#### **POTUS Declaration**

- Request Support of Governors
- Annual Training

### **STATE ACTIVE DUTY**

#### **STATE/Governor Declaration**

- Request Support of TAGs

## MISSIONS

<b>PARTIAL MOB</b> NOBLE EAGLE - 9,205 ENDURING FREEDOM - 20,482	<b>TTAD</b> 102	<b>PRC MOB</b> SFOR - 1,383 KFOR - 95 SWA - 983									
<b>Overseas Support</b> 12 Countries 1,019 Soldiers	<b>Force Protection</b> 1,649 Soldiers										
<b>STATE ACTIVE DUTY</b> For 28 Jan 03: 681 ARNG <table><tr><td>CA 250</td><td></td><td>MA 28</td></tr><tr><td>NJ 65</td><td>NM 12</td><td>NV 12</td></tr><tr><td>NY 266</td><td>PA 47</td><td>TX 13</td></tr></table>			CA 250		MA 28	NJ 65	NM 12	NV 12	NY 266	PA 47	TX 13
CA 250		MA 28									
NJ 65	NM 12	NV 12									
NY 266	PA 47	TX 13									

## STATUS & FUNDING

### **TITLE 10 ACTIVE DUTY**

#### **• CINC**

#### **Command/Control**

#### **• Federally Funded**

#### **• DOD Funded**

### **TITLE 32 ACTIVE DUTY**

#### **• Governor/TAG**

#### **Control**

#### **• Federally Funded**

#### **• Federal**

#### **Reimbursement w/**

#### **POTUS Declaration**

#### **• Overseas Support in**

#### **Title 10 training**

#### **status (AT, ADSW,**

#### **QDT)**

### **STATE ACTIVE DUTY**

#### **• Governor/TAG**

#### **Command/Control**

#### **• State Funded**

#### **• FEMA**

#### **Reimbursement**

#### **w/Federal**

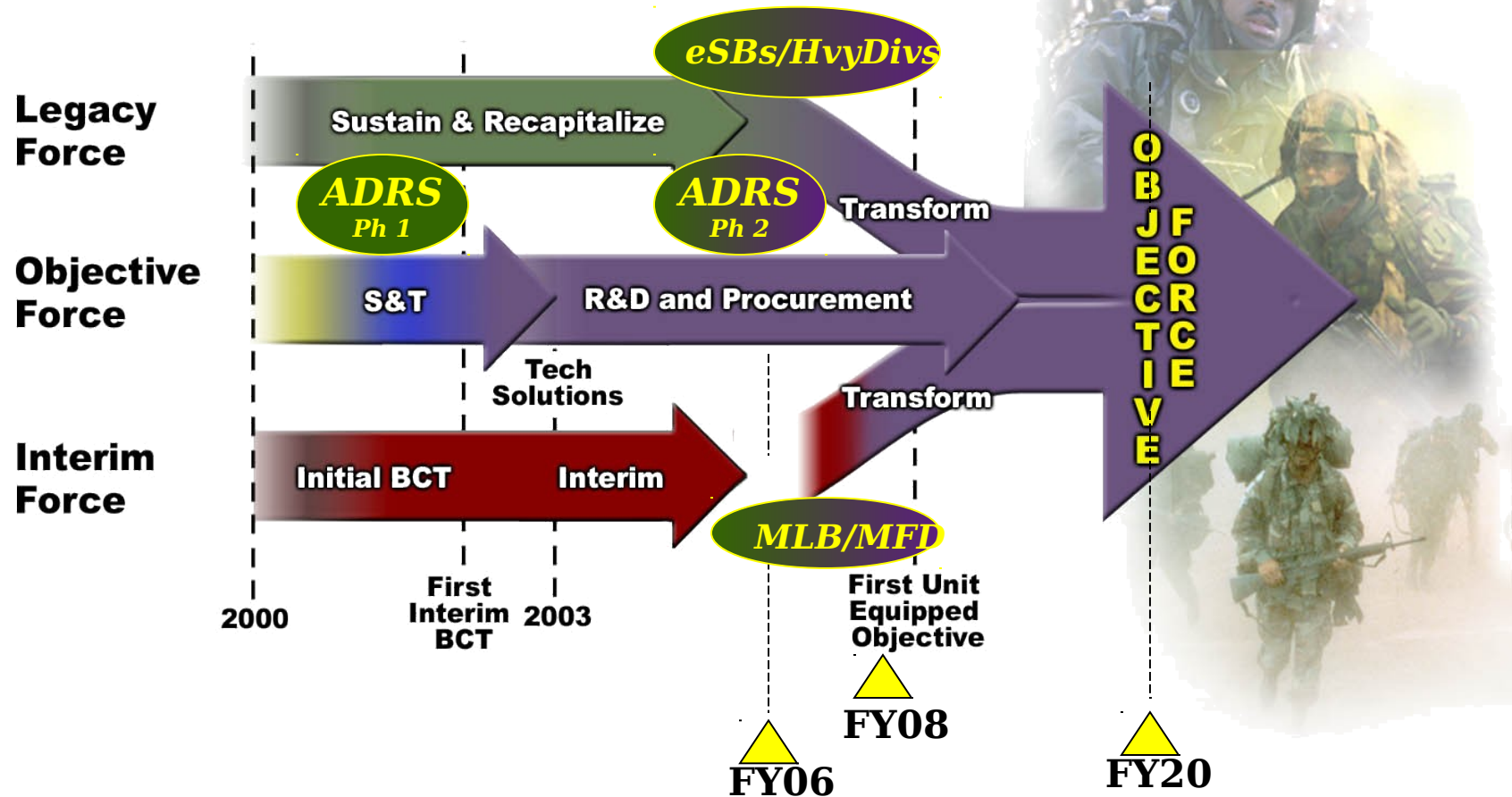
#### **Declaration**



# The Army

## Transformation

...Responsive, Deployable, Agile, Versatile, Lethal, Survivable, Sustainable.



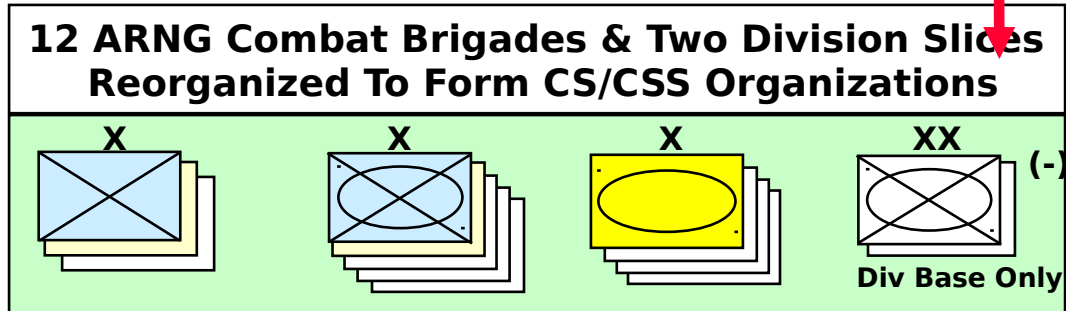
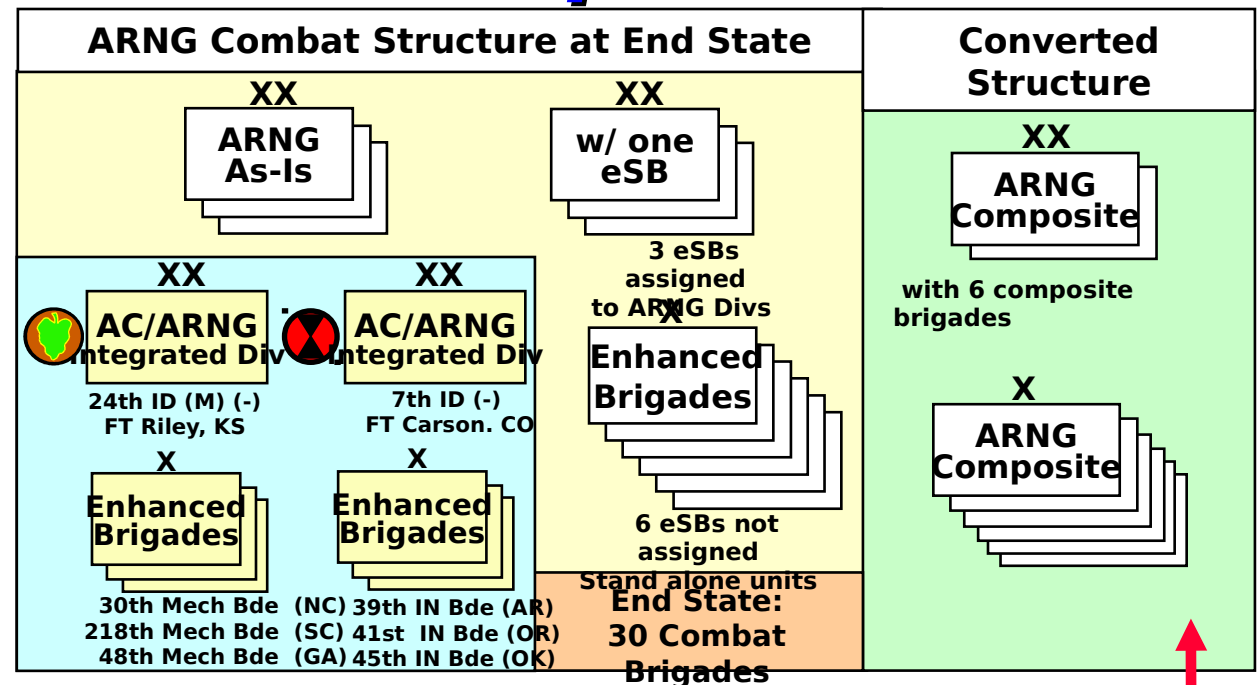


## Implementation

Secretary Army approved 25 May 1996

*ADRS is just part of the ARNG total force structure*

- 3 divisions remain in current configuration.
- 3 divisions with 1 enhanced Separate Brigade (the eSB displaces a divisional maneuver brigade and becomes the third brigade in the division).
- 6 eSB's as part of the two AC/ARNG Integrated Divisions
- 6 stand alone eSBs.
- 2 ARNG composite divisions (formed by reconfiguring 2 existing ARNG divisions)
- 6 stand alone composite brigades formed from the conversion of initial six brigades to convert.



Phase	2-38 IN Bde (IN), 38 ID (IN), 27 SIB (NY)	67 MX Bde (NE) 35 ID (KS)	1-40 AR Bde (CA) 40 ID, (CA)
1	32 IN Bde, 34 ID converts to eSB	46 MX Bde (MI) & 37 AR Bde (OH), 38 ID (IN) merger to form new 37 AR Bde	149 AR Bde (KY), 35 ID (KS) & 31 SAB (AL) merger to form new 149 AR Bde, 35 ID
Phase 2			
Phase 3 & 4			

*Align with CS/CSS Transformation Objective*

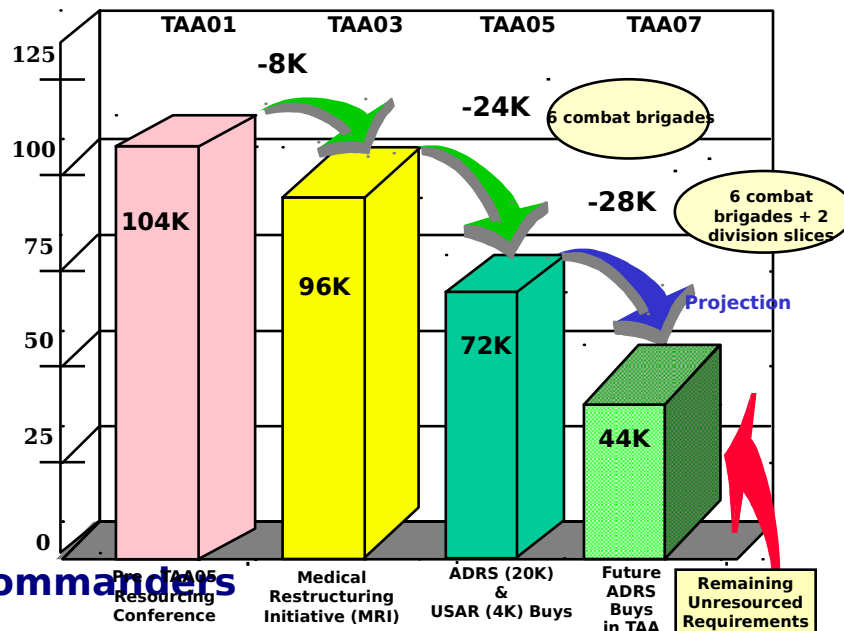


# Army Plan to Reduce CS/CSS Shortages

**ADRS Resources  
48K of CS/CSS  
Force Structure**

**Total Army Analysis 2007  
Unresourced Requirements**

CS/CSS  
Shortages



- CS/CSS shortage**

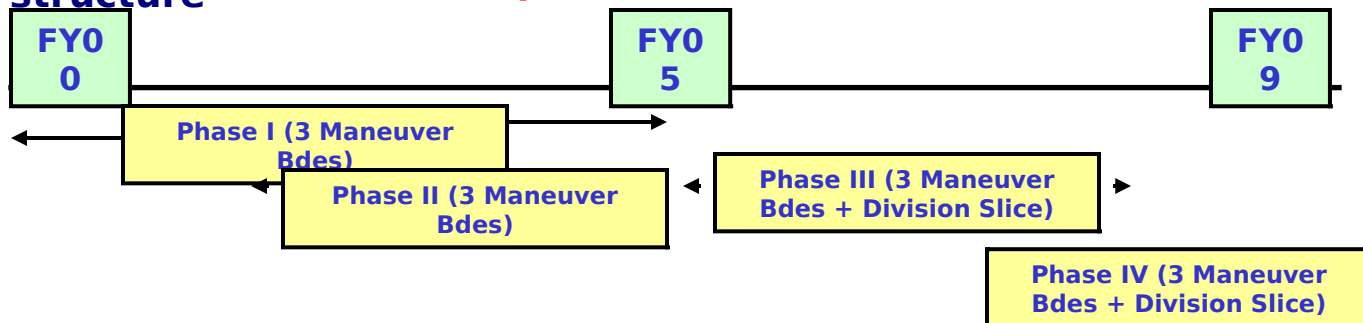
- ... a long standing Army problem
- ... highlighted by Commission on Roles and Missions (CORM) & Quadrennial Defense Review (QDR)

- \$2.3B programmed from FY00-07, Additional \$3B (est) required to complete plan. Complete necessary procurement by FY07 and conversions by FY11. Approx. \$600M per year required.

- ADRS**

- Reduces risks to Warfighting Combatant Commanders
- Supports National Military Strategy
- Converts existing low priority ARNG combat units to required support forces
- Concept converts 12 ARNG maneuver brigade and 2 Division slices to required CS/CSS structure

**Proposed Timeline**







# **Why Restructure the Army National Guard Now**

- **New Defense Strategy**
  - **Defense of the Homeland**
  - **Deter forward in four critical regions**
  - **Swiftly defeat the efforts in two regions**

***Multi-functional formations relevant to the New Strategy***

**Balance Risk**

**...sively in on**

**Maintain Warfighting Capability**

**Lighten the Force**

**Global War  
On Terror**

**Army National Guard  
Restructuring Initiative  
(AGRI)**

**Homeland  
Security**



# ***Army National Guard Division Redesign Study Progress***

- **Four-phase plan to convert 12 combat brigades to combat support / combat service support structure (FY99-FY11)**
  - **Converting units to provide transportation, supply, chemical, military police, maintenance, and engineering capabilities**
- **Mitigates support unit force structure shortfall to combatant commanders**
- **Currently, six brigades are under conversion with over 22K spaces affected (Phases 1 & 2)**
- **Phases 3 and 4 will be defined in Total Army Analysis 2011**

**ADRS Phases 1 and 2 fully funded - \$2.3B**



# ***AGRI Concept Overview***

***An Army initiative that transforms Army National Guard Legacy combat units into lighter, but full-spectrum combat units relevant to the new strategy***

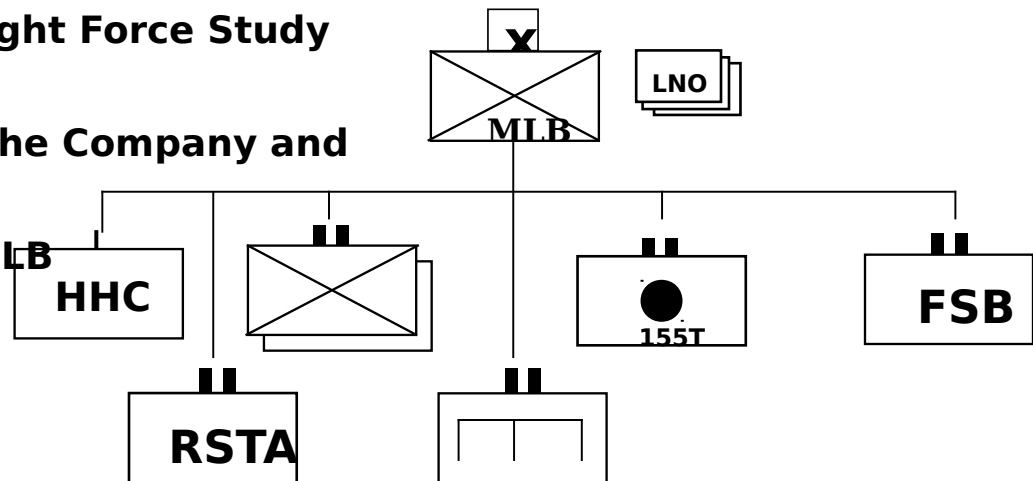
- **Align Guard with new Defense Strategy (1-4-2-1)**
- **Better supports Combatant Commanders, including NORTHCOM**
- **Introduces two new lighter organizations**
  - **Multi-functional Division (MFD)**
  - **Mobile Light Brigade (MLB)**
- **Eliminate ~2,300 track vehicles**
- **First unit equipped in FY 08**



# ***Mobile Light Brigade (MLB) Design***

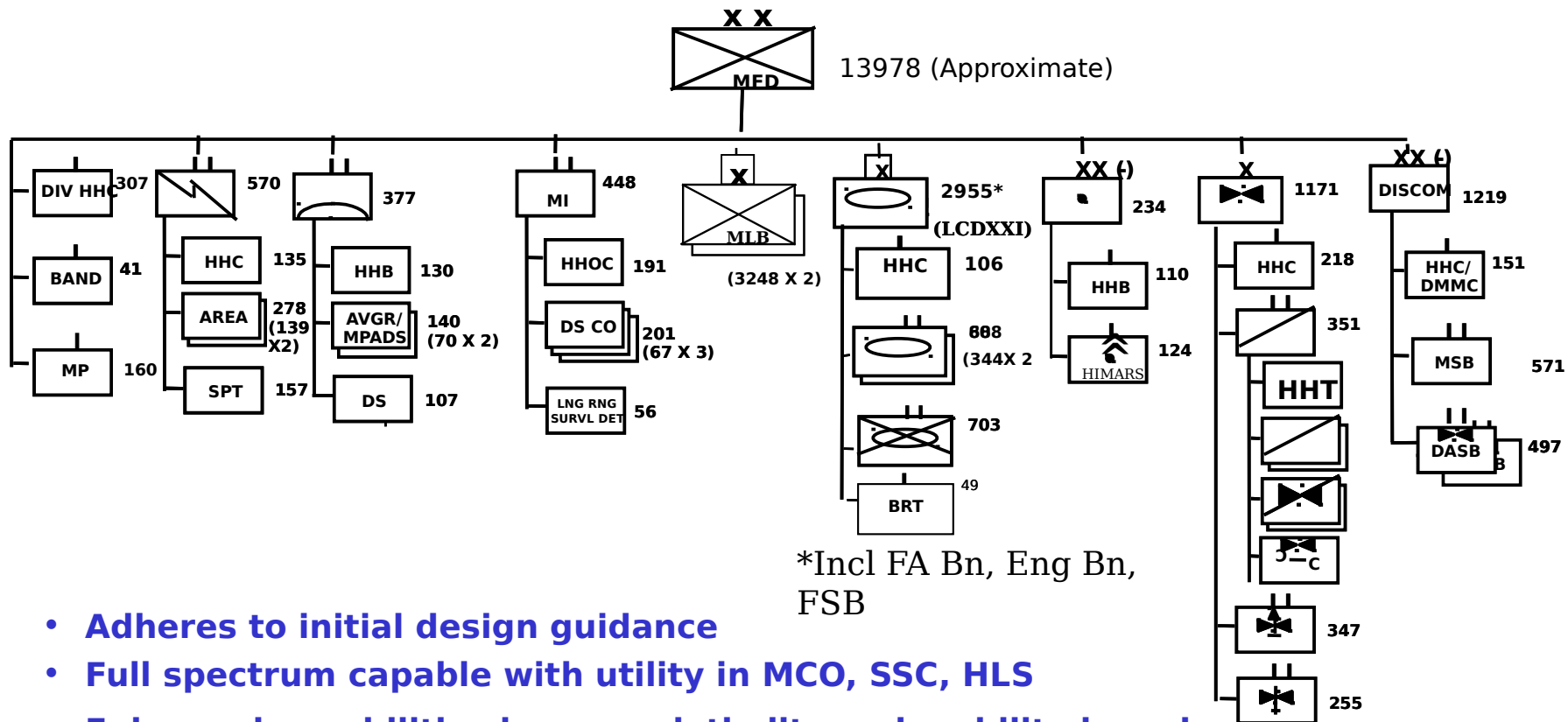
## **Design Guidance**

- Light Brigade Design as a start point
- Incorporate appropriate Light Force Study recommendations
- Provide 100% mobility at the Company and Battalion Level
- Habitually task organize MLB



- Maintain full-spectrum operational capability as they are missioned against emerging defense strategy
- Design should not result in yet another unique formation that:
  - (1) requires specialized training, TTP and doctrine,
  - (2) is difficult to integrate with other formations, and
  - (3) requires specialized / extraordinary effort to maintain DMOSQ





- Adheres to initial design guidance
- Full spectrum capable with utility in MCO, SSC, HLS
- Enhanced capabilities in recon, lethality and mobility based on recommendations from TRADOC

## Light Forces Study

- **Requires some doctrinal support / augmentation from EAD similar to Light (LID, AB, ASSLT) Divisions**
- **HHC includes 24 man Mobility/Survivability cell to replace engineer brigade HQ**
- **Aviation Modernization designs adopted**



# DMOSQ Goals for FY03

- Highest training priority for soldiers
- Attendance DMOSQ training priority over Annual Training

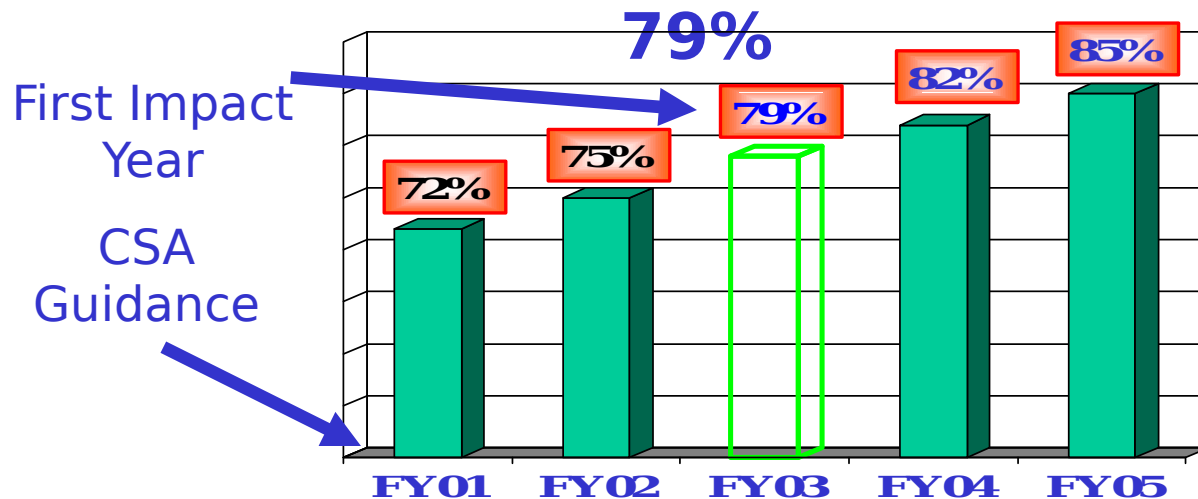
## ~~Success of the Initial Entry Training (IET) Program~~

**FY03**

**Goal** →

**79%**

- Priority 1, Mobilizations: 100%
- Priority 2, OPLANs: 85%
- Priority 3, ONE 85%
- Priority 4, CSA ramp/all others



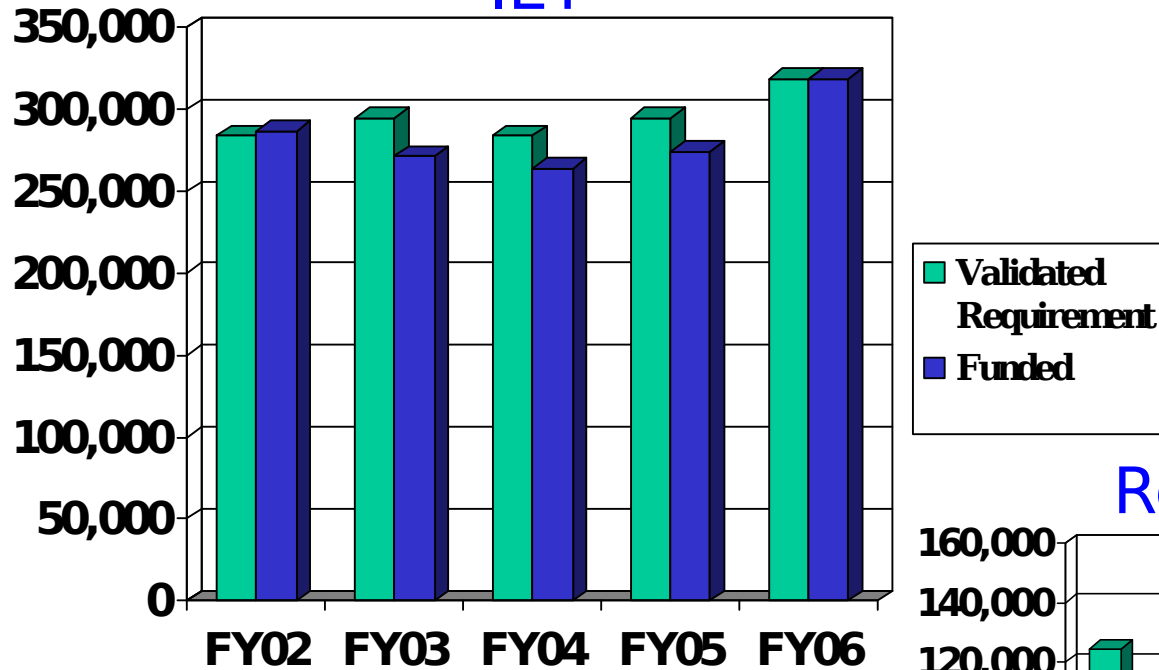
**FY05 Goal 85%**

*All DMOSQ percentages on a combination of IET and Reclassification Programming.*

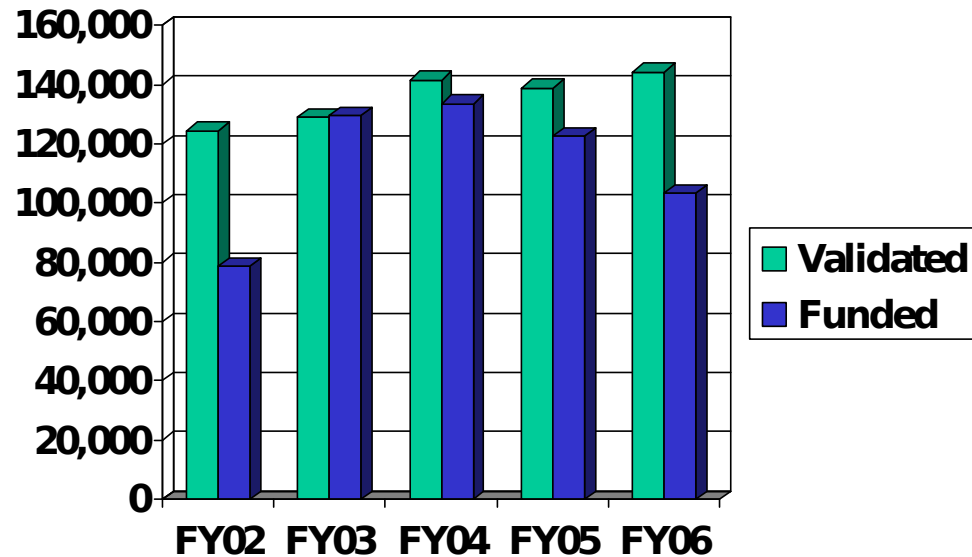


# School Funding Levels

IET

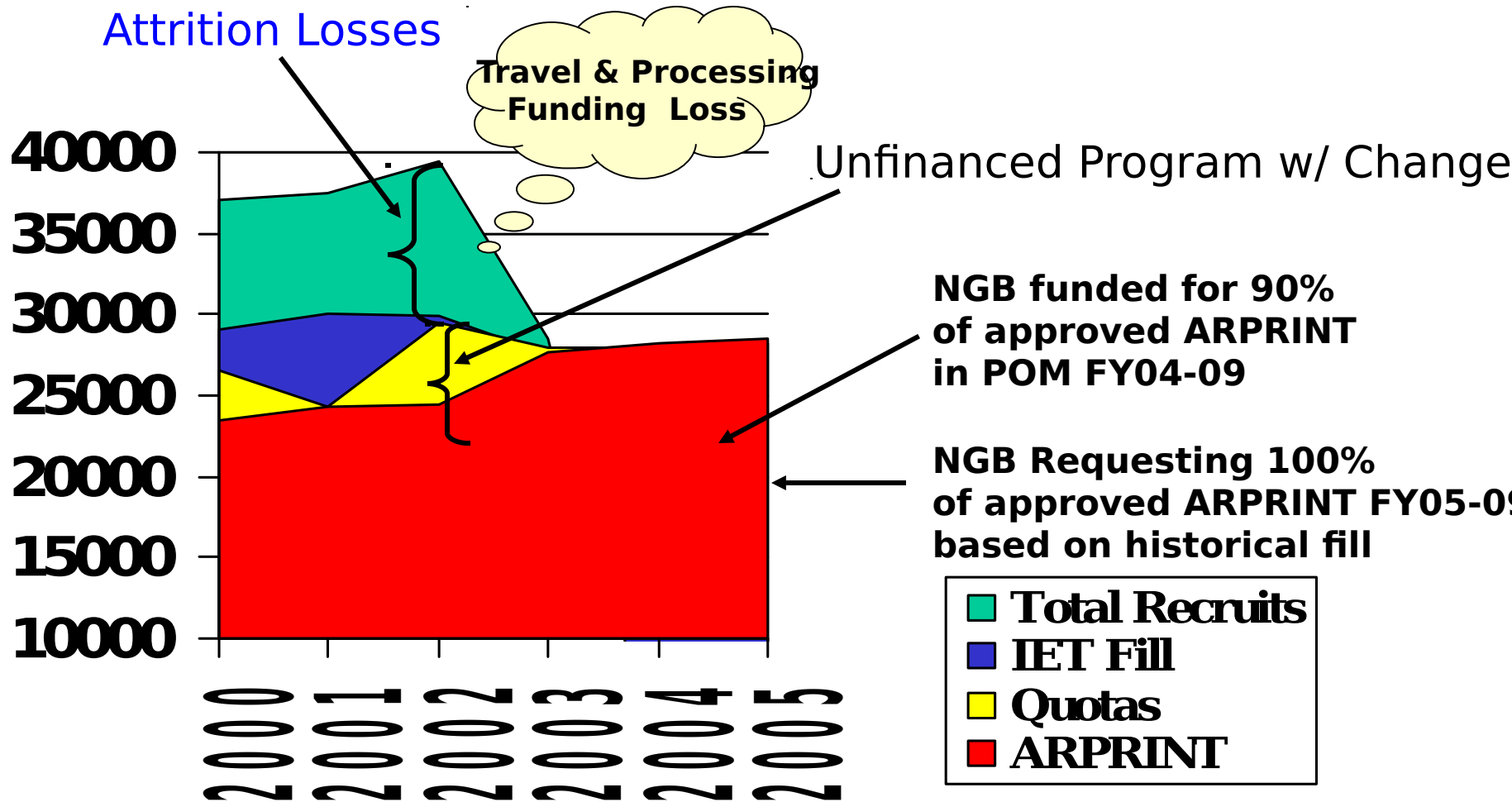


Reclassification





# IET Seat History

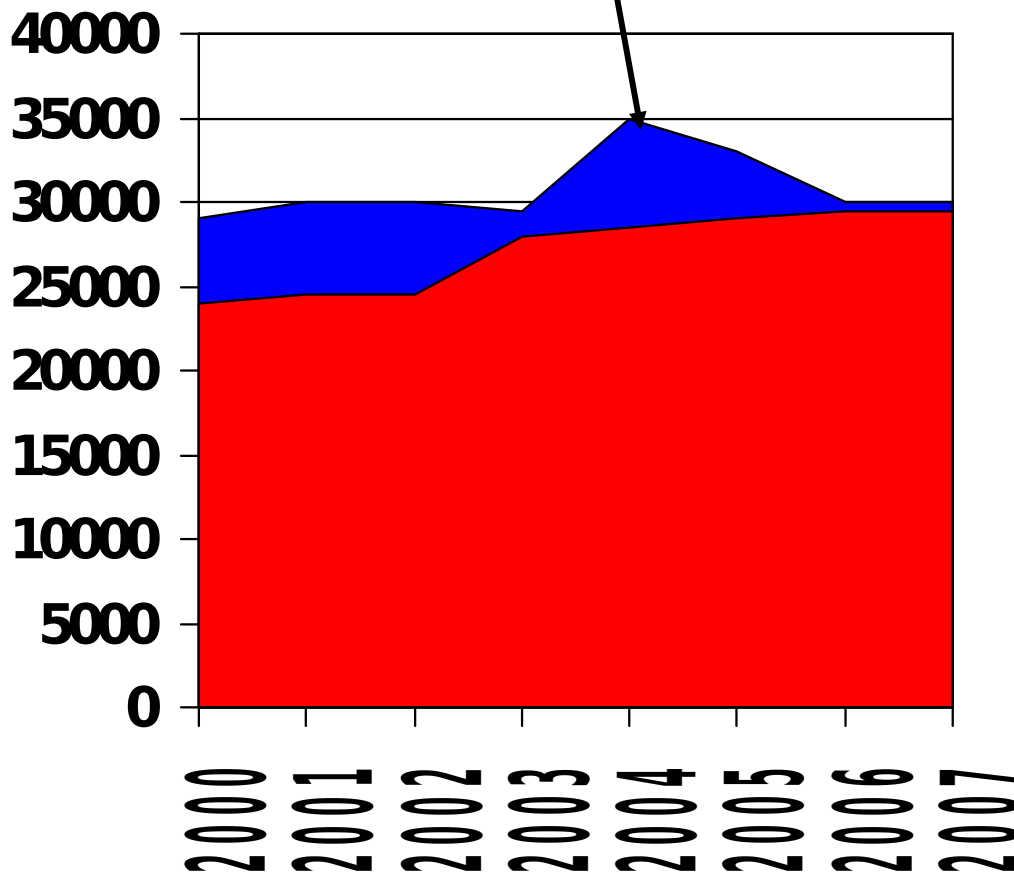






# IET Seat Backlog

Backlog will peak in FY04



Contributing Factors:

**Attrition**

**ARNG Quotas**

**Funding Constraints**

Requires State Input in Requirement Generation and Execution to achieve Readiness Goals





# DMOSQ Data by SBC

BR	REQR	AUTH	ASGN	QUAL	%ASGN	%QUAL	ASGN	NEED RECL	NEED IET
AD	12658	9498	6982	4956	55.2%		71.0%	737	1289
AG	4508	4475	4592	3655	101.9%		79.6%	405	532
AR	33975	33893	26162	19730	77.0%		75.4%	2502	3930
AV	20757	20812	16387	12121	78.9%		74.0%	1631	2635
CH	48	48	47	28	97.9%		59.6%	9	10
CM	3381	3380	2436	1605	72.0%		65.9%	371	460
CS	39707	39474	32654	24410	82.2%		74.8%	3053	5191
EN	45337	45662	40944	31742	90.3%		77.5%	3172	6030
FA	52701	52208	42496	33563	80.6%		79.0%	3167	5766
FI	1333	1300	1436	1098	107.7%		76.5%	132	206
IN	66351	65721	52532	41297	79.2%		78.6%	3356	7879
MD	4515	4505	4591	3584	101.7%		78.1%	314	693
MH	15	15	15	12	100.0%		80.0%	1	2
MI	6158	5123	4889	2950	79.4%		60.3%	765	1174
MP	16196	15902	14853	11243	91.7%		75.7%	1132	2478
OD	19023	18934	16055	12144	84.4%		75.6%	1466	2445
QM	3843	3769	3349	2364	87.1%		70.6%	402	583
SC	13286	13044	11440	8380	86.1%		73.3%	969	2091
SF	3224	3780	3555	2372	110.3%		66.7%	715	468
TC	18228	17725	14615	11456	80.2%		78.4%	1076	2083



# Accelerated DMOSQ Action Plan

MOS	CRS	PH1 QUOTAS	PH1 RES	PH2 QUOTA	PH2 RES	PH2 INPUT	GRAD
	OCS	240	198	240	186	186	0
54B	031-54B10 (R) &20/30(T)	109	84	108	83	36	36
12B	052-12B10	37	38	73	76	71	52
12C	052-12C10	0	0	46	184	56	33
51B	052-51B10 (R)	0	0	34	60	29	16
63E	052-62E10 (R)	0	0	9	7	0	0
13B	061-13B10	0	0	21	17	18	18
13F	061-13F10	0	0	12	11	8	8
13M	061-13M10	3	23	5	34	53	52
13P	061-13P10	0	16	16	41	41	35
11B	071-11B10	0	0	191	103	52	44
11C	071-11C10	0	0	20	0	0	0
11M	071-11M10	0	16	0	16	16	16
63B	091-ASIH8 (63B/S/W)	0	0	0	3	3	3
52D	091-52D/63J 10	0	0	0	6	6	6
63W	091-63A/B/D/G/H/M/S/W/Y	0	0	0	71	69	69
63Y	091-63B/Y (RECLASS)	0	0	0	0	0	0
63B	091-63B10	0	0	16	19	18	15
63E	091-63E10	0	0	3	13	17	16
63S	091-63S10	0	0	0	11	11	11
63T	091-63T10	0	0	0	7	9	9
55B	093-55B10	16	3	16	3	0	0
57E	101-57E10	4	1	0	0	0	0
77F	101-77F10 (R)	25	30	30	33	24	24
92A	101-92A10	10	19	10	20	21	21
92G	101-92G10 (R)	12	11	12	12	11	11
31U	113-31U10	18	21	19	28	26	26
19D	171-19D10 (HMMWV) (R)	53	33	80	33	4	4
19D	171-19D10 (M3) (R)	20	47	20	46	37	16
19K	171-19K10 (M1/M1A1) (R)	24	64	35	72	47	28
95B	191-95B10A	265	275	222	250	167	108
96B	301-96B10 (F)	5	20	5	18	18	0
97B	301-97B10	8	10	8	14	14	0
97E	301-97E10	0	0	15	15	15	0
97E	301-97E10 (DL)	15	14	0	0	0	0
14S	441-14S10A	25	43	24	39	24	23
88M	551-88M10	188	178	190	196	131	65
71L	805C-71L10-RC (R)	0	0	10	32	33	33
75H	805C-75H10 (R)	5	21	5	17	13	13
	TOTALS	1082	1165	1495	1776	1284	811

## Accelerated DMOSQ Schedule (reclassification)

**TOTAL QUOTA**  
**2577**

**TOTAL RES**  
**2941**

**QUOTA USAGE**  
**114%**

**Soldiers in Training Requirement**  
**4464**

**Input**  
**1284**

**GRAD**  
**811**

**The projections for the IET, ARPRINT Reclassification, and Accelerated DMOSQ programs are 80% DMOSQ (assigned) by the end of FY03**

Cost Estimate: Executed:

NGPA \$21.2M

NGPA: \$12.8M

(Instructors & Students)

OMNG \$ 1.2M

OMNG: \$ .7M



# **ARNG TOP 10**

## **MOS's IET Status**

MOS	FY 02			FY 03			FY 04	
	Seats	Inputs	Losses	Seats	RES	Avail	Seats	RES
<b>11B</b>	1836	1804	15	2340	2340	0	2670	211
<b>88M</b>	1836	1812	24	1508	1321	187	1654	133
<b>95B</b>	886	843	43	836	823	13	1025	27
<b>54B</b>	436	428	8	661	500	161	742	16
<b>12B</b>	934	895	39	1206	1206	0	1299	31
<b>31U</b>	460	447	13	445	441	4	518	95
<b>77F</b>	441	450	-9	370	387	-17	435	126
<b>13B</b>	994	969	25	1061	930	131	1302	1
<b>19K</b>	471	469	2	481	477	4	605	39
<b>96B</b>	156	156	0	171	164	7	183	58

**30 Male and 17 Female Thru-Ticket MOS's have met their Annual Program.**

**35 Male and 14 Female Split Option Phase II MOSs have met their Annual Program.**





# ***Soldier/Employer Relationships A Critical Balance***

**Army National Guard soldiers must balance civilian employment and military duty with family.**

**Employer Support for the Guard and Reserve assists soldiers in times of need during and after deployment.**



**Family Commitments**



EMPLOYER SUPPORT OF  
THE GUARD AND RESERVE

**Military Requirements**

- IADT
- IDT/AT
- ADT
- Development Training
- Mobilization

**Work Requirements**

- Performance Objectives
- Promotions
- Co -Workers

